

Department of Corrections

STRATEGIC PLAN

MATT BLUNT
Governor

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Director

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2005 to 2009



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Vision

In partnership with all Missourians, we create safer communities through a balanced correctional system of prison and community based sanctions.

Mission

The Department of Corrections with victims, communities and state and local governments improves public safety through secure confinement and effective community interventions. Through our cooperative efforts to provide effective correctional services, we hold offenders accountable for their behavior and prepare them to be productive citizens.

Values

We believe:

- That public trust is enhanced when staff abide by the laws and adhere to the highest level of ethical and moral behavior;
- In the continuous pursuit of organizational excellence;
- That all persons should be treated respectfully, fairly, honestly and with dignity;
- In the empowerment of all staff to perform their job responsibly;
- That our actions affect the safety and security of everyone; public trust and public confidence are enhanced by our professional and personal conduct and, our actions influence the public's opinion of our organization;
- In the power of teamwork;
- That all individuals must be accountable for their actions;
- In the importance of looking for similarities while also accepting and respecting the differences in people;
- That effective and open communications at all levels is essential;
- In the continuous development of staff.

Overview

In crafting the 2005-2009 Strategic Plan, the Department of Corrections adhered closely to Governor Matt Blunt's vision for a positive, responsive, efficient and effective State Government. In particular, the Department of Corrections ensured that their strategic vision closely followed the Governor's following principals:

1. State Government should be more efficient and effective in doing more with less.
2. State Government should be responsive to the citizens' needs.
3. State Government should employ technology where possible to make ourselves more efficient and effective.

The Department of Corrections will continually review its operations to ensure that we are operating in the most efficient and effective manner possible. In so doing, the Department will provide public information relative to areas where we have determined improvements can be made and how we have streamlined state operations. Presently the Department of Corrections provides quarterly updates to the Governor's Office regarding personnel and budgetary goals during the fiscal year. This is a valuable tool to ensure that continuous, quality improvement is a hallmark of our efforts.

In an effort to ensure adequate public safety within our institutions, the Department is working closely with the State Emergency Management Agency and other state agencies on disaster training drills and exercises to ensure that we can effectively respond to any unforeseen disaster that may affect the State. As part of this effort the Department is currently working on a Continuity of Operations/Continuity of Government Plan with the State Emergency Management Agency.

We will strive to ensure quality customer service throughout the Department and within our correctional institutions and probation and parole facilities. To this end, the Department will strive to hire and retain a professional workforce as well as maintain a qualified cadre of volunteers, to include veterans, to ensure quality service to the public.

The Department of Corrections is proud of its strategic planning initiatives and will be vigilant in its efforts in the future to ensure the optimum level of service to the citizens of the State of Missouri.

Program Reform

Probationers & Parolees

The Missouri Department of Corrections measures public safety based on whether offenders who have been placed on probation or parole successfully complete their period of supervision or violate the conditions of supervision. Participation in programs can help a probationer or parolee successfully complete their period of supervision. These programs include the following: community-based programs, institutional substance abuse treatment programs, sex offender treatment programs and educational programs.

GOAL 1: Improve public safety by increasing the success rate of probationers or parolees under supervision.

Key Performance Measures




Probationers:

- 1.1 Increase the success rate of probationers completing community-based rehabilitation programs. (See Measurement Chart on page 14)
- 1.2 Increase the success rate of probationers completing institutional substance abuse treatment. (See Measurement Chart on page 15)
- 1.3 Reduce the gap between the Missouri unemployment rate and Probationer unemployment rate. (See Measurement Chart on page 16)

Parolees:

- 1.4 Increase the success rate of parolees completing community-based rehabilitation programs. (See Measurement Chart on page 17)
- 1.5 Increase the success rate of parolees completing institutional substance abuse treatment in prison. (See Measurement Chart on page 18)
- 1.6 Maintain the success rate of parolees completing sex offender treatment in prison. (See Measurement Chart on page 19)
- 1.7 Increase the success rate of parolees completing educational programs in prison. (See Measurement Chart on page 20)
- 1.8 Reduce the gap between the Missouri unemployment rate and Parolee unemployment rate. (See Measurement Chart on page 21)

Key Strategies to Implement

-  Establish a personalized Transition Accountability Plan (TAP) for all offenders.
-  Assign offenders to appropriate programs based on the characteristics that differentiate those that succeed and fail in different programs and strategies.
-  Establish and support short-term interventions and transition programs for technical probation and parole violations.

- ✚ Work with DMH to revise DMH institutional substance abuse treatment certification standards to place emphasis on discharge planning, transition practices, and successful linkage to community providers for continuity of care.
- ✚ Implement standards of care for mental health and substance abuse professionals working with released offenders and Probation and Parole Officers in the community.
- ✚ Implement a standardized substance abuse screening and assessment protocol for all offenders.
- ✚ District Administrators will coordinate with the Division of Workforce Development and community-based programs to develop additional employment opportunities for probationers and parolees.
- ✚ Establish standardized criteria for termination from Institutional Treatment Centers (ITC) and modify program-tracking field to include entry of different reasons for termination.
- ✚ House previously incarcerated offenders, referred for treatment in a 120-day treatment program, separately from court ordered offenders sentenced to their first incarceration.
- ✚ Utilize "Pathway to Change" program to improve motivation to obtain and maintain employment with selected offenders.
- ✚ District Administrators and Community Release Center (CRC) Superintendents will ensure all identified offenders are enrolled in "Great Hires" to obtain employment or to improve their employment situation.
- ✚ District Administrators and CRC Superintendents are to identify specific resources to accommodate offender deficits in housing, transportation and emergency services, such as food, clothing and medical needs.
- ✚ District Administrators and Community Release Center superintendents to develop with local resources, such as Workforce Investment Boards, community colleges and faith-based organizations support systems for offender employment opportunities.
- ✚ Probation and Parole Administrators are to develop strategies with District Administrators and CRC Superintendents on how best to bring local employment resources together on regular basis to plan local efforts and strategies to improve the employment rate of offenders.
- ✚ The Department of Corrections will partner with the Division of Workforce Development to educate employers in the community of the financial benefits associated with employing offenders.
- ✚ The Board of Probation and Parole should examine how to better communicate and apply specific incentives for clients to obtain and maintain employment.
- ✚ Regional Administrators and CRC Superintendents will coordinate job fairs for offenders with community based resources and employers, along with the Division of Workforce Development. Successful job fairs have been conducted in St. Louis in partnership with U.S. Probation and should be examined for duplication in other areas.
- ✚ The Missouri Reentry Process (MRP) Steering Team will examine and develop recommendations to address state laws, rules, regulations and licensing requirements that create barriers to employment for convicted felons in Missouri.
- ✚ The Probation and Parole Administrators Team will add as a management measure for each district/region the gap between the Missouri unemployment rate and parolees' unemployment rate for those counties within the district/region to monitor progress with this key objective.

- ✚ The Board of Probation and Parole will participate with the NIC Division of Offender Workforce Development to develop offender workforce development specialists in Missouri to build training capacity, in order, to develop and enhance specific employment related skills for probation and parole officers.
- ✚ The MRP Transportation Pilot Project implemented in FY06 should be evaluated for application in other areas of the state and sustainable funding.
- ✚ Functional Context Education-curricula integration among academic, career and technical and life skills education in DOC institutions. The ultimate goal is to produce an “employable offender.” All areas of education must overlap and share, teaching functional concepts. Measure student progress through: completion of education components, attainment of employment upon release, earnings level of that employment, and job retention.
- ✚ Provide ES/LS programming for all identified offenders prior to release. Begin by ensuring all identified offenders receive life skills programming prior to release from Transitional Housing Units (THUs).
- ✚ Specific plans will be incorporated into the TAP for continuation of GED classes upon release from prison for identified offenders.
- ✚ Host annual job fairs in the Kansas City and the St. Louis areas. WMCC and MECC should be considered as sites. Superintendents should plan the job fairs in partnership with the Division of Workforce Development, community based resources, including employers, Eastern District U.S. Probation, and Eastern Region Probation and Parole staff with experience in planning job fairs.

Managing for Performance

As part of the Governor's Managing for Performance Initiative, the Department of Corrections has moved forward to establish concrete, measurable performance goals.

Governor Matt Blunt has directed state cabinet directors to implement management strategies focused on results and create an environment where results matter. The Governor will hold the Department accountable for its performance. Under his directive, the Department has identified goals that are aimed at achieving real and valuable results in the areas of customer service, personnel and budget.

The performance measures selected will assist the Department in determining whether customer needs are met. Successful measurements will lead to increased customer service and quality of service for Missourians.

The Department will continue to work to become more efficient doing more with less, providing the most convenient services to its customers and using technology where possible.

Customer Service: Ensuring Public Safety

All Missourians should feel safe in their homes and communities. The Department promotes public safety by providing supervision of probationers and parolees. Through this supervision, the Department strives to create successful offenders that are able to integrate into society and become healthy, productive citizens.

GOAL 2: Promote public safety through effective supervision of probationers and parolees.

Key Performance Measures







Probationers:

- 2.1 Increase the success rate of probationers completing community-based supervision strategies. (See Measurement Chart on page 22)

Parolees:

- 2.2 Increase the success rate of parolees completing community-based supervision strategies. (See Measurement Chart on page 23)

Key Strategies for Improvement

-  Establish a personalized Transition Accountability Plan (TAP) for all offenders.
-  Support the passage of legislation that would make killing a corrections officer punishable by death, as well as stiff mandatory prison sentences for assaults on corrections officers.
-  Assign offenders to appropriate programs based on the characteristics that differentiate those that succeed and fail in different programs and strategies.
-  Establish and support short-term interventions and transition programs for technical probation and parole violations.
-  Establish specialized housing units in all custody level 2 and 3 institutions for offenders preparing for transition, including specially trained staff and full transition resources.
-  Establish standardized cognitive skills development curriculum for use in both institutional and community supervision.

Customer Service: Department Accountability

As a Missouri State agency, the Department should be accountable to Missouri citizens by striving to use state resources in the most efficient and effective manner possible.

GOAL 3: Effectively manage available institutional space to properly incarcerate offenders.

Key Performance Measures

NOTE: Zero population growth means that the prison population does not exceed design capacity.

- 3.1 Reduce the rate of institutional population growth. (See Measurement Chart on page 24)
- 3.2 Maintain a zero population growth and reduce the population of incarcerated women. (See Measurement Chart on page 25)
- 3.3 Increase the percentage of sex offenders who are enrolled at a time that allows the offender to complete MOSOP prior to their presumptive release date. (See Measurement Chart on page 26)
- 3.4 Increase the percentage of offenders with substance abuse problems who are enrolled in treatment at a time that allows the offender to complete the program prior to the Guideline Release Date. (See Measurement Chart on page 27)

Key Strategies for Improvement

- ✚ Establish a personalized Transition Accountability Plan (TAP) for all offenders.
- ✚ Establish and support short-term interventions and transition programs for technical probation and parole violations.
- ✚ Establish specialized housing units in all custody level 2 and 3 institutions for offenders preparing for transition, including specially trained staff and full transition resources.
- ✚ District Administrators will coordinate with the Division of Workforce Development and community-based programs to develop additional employment opportunities for probationers and parolees.
- ✚ Develop a wider range of housing options for offenders released from institutions, including transitional housing for recovering substance abusers.
- ✚ Beginning July 1, 2006 the County Jail Reimbursement Fund will be transferred from the Office of Administration to the Department of Corrections. At that time the Department will conduct a review to determine the adequacy of the current reimbursement rate to counties for housing state prisoners and work with the Office of Administration, Division of Budget and Planning to look at options to provide additional resources.
- ✚ Establish standardized criteria for termination from Institutional Treatment Centers (ITC) and modify program-tracking field to include entry of different reasons for termination.
- ✚ House previously incarcerated offenders, referred for treatment in a 120-day treatment program, separately from court ordered offenders sentenced to their first incarceration.
- ✚ The Relapse Program for parole violators at Fulton Reception & Diagnostic Center (FRDC) should be fully supported and closely monitored.

- ✚ A comprehensive strategy targeting Institutional Parole Officers (IPO), Parole Board, field officers and the Courts should be developed to enhance Institutional Treatment Center (ITC) bed utilization efficiency. Key to this effort is a validated substance abuse assessment process, so that clear guidance can be given on determining appropriate recommendations.
- ✚ Develop an online tracking process, which will indicate when the offender is done with one section within a Reception & Diagnostic Center, so elapsed time in processing offenders from one section to another can be greatly reduced.
- ✚ Develop a filing system at Reception & Diagnostic Centers based on the catchment area of the offender's last sentence, so processing time for offenders can be greatly reduced
- ✚ Utilize video conferencing equipment for revocation hearings and conduct further review of video conferencing utilization for other department uses.
- ✚ Conduct a staffing analysis/time study of classification staff at each Reception & Diagnostic Center, so that the necessary staffing structure needed to process offenders within 10 working days at each Reception & Diagnostic Center can be created.

Internal Management

The Department must conduct rigorous reviews of every government process with the idea of eliminating, simplifying and automating processes whenever possible. Through better management, the department can do a better job of meeting the business needs of our customers.

In an effort to increase accountability, the Department can keep Missourians better informed by expanding the use of the Internet and improving its webpage. In addition, the Department should monitor and report performance outcomes on a regular basis. If the desired results are not achieved, the Department needs to take corrective action.

The Department should review functions that are not “core competencies” to determine if such can be done less expensively in the private sector. Outsourcing certain functions must be considered whenever it makes sense. In addition, functions, which are unrelated to the overall department mission, should be reviewed and considered for transfer to a more appropriate state agency thus resulting in cost savings to the government as a whole.

The Department should allow employee flextime options to fit their family or lifestyle needs while, at the same time, state employees must be available to meet customer needs through lengthened service hours where possible. In addition, efforts must be made to cross-train employees that may result in eliminating unnecessary and duplicative internal processes.

The Department needs to actively pursue grant opportunities made available by the federal government. This is especially true in the area of information technology. It is important to ensure taxpayers that they are receiving their fair share of federal grant money.

The Department should create an atmosphere where state employees increase their knowledge, skill and productivity. Departments should institute performance-based systems that are designed to recognize results rather than time served.








Accountability, Budget & Personnel

Goal 4: Improve internal management, restore accountability and reduce the cost and size of state government.

Key Performance Measures

- 4.1 Increase the total amount of federal grant dollars received (See Appendix on page 28)
- 4.2 Implement consolidation of program functions and activities (See Appendix on page 28)
- 4.3 Implement process and procedures to report performance outcomes (See Appendix on page 29)

Key Strategies for Improvement

-  Review and implement cost saving measures
-  Consolidate, reduce or eliminate programs without affecting the level of service
-  Continue to apply for federal grants to help improve the efficiency and effectiveness of department programs and services.
-  Implement, monitor and improve performance measures that indicate the level of service to customers and are focused on results.
-  Freeze purchase, and evaluate use, of taxpayer provided cell phones.
-  Implement program evaluation functions to review performance
-  Review department functions to determine whether consolidation or outsourcing would be more cost effective.

APPENDIX

Appendix: Key Performance Measures

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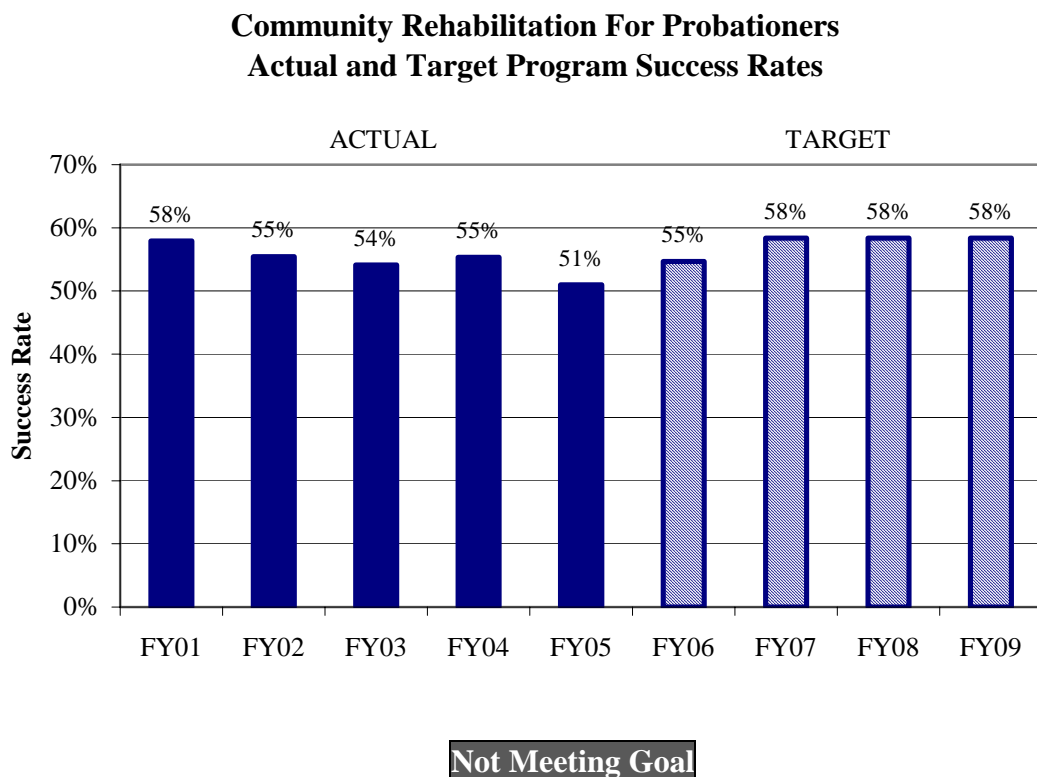
1.1 Increase the success rate of probationers completing community-based rehabilitation programs.

The overall success rate for community-based rehabilitation programs is the percentage of probationers who successfully completed a community-based rehabilitation program. The community-based rehabilitation programs include the following: ALT Care, Free & Clean, Drug Courts, Outpatient Treatment, Community Partnership for Restoration and TREND.

Due to recent changes in the organization of State government, the Department of Corrections no longer has budgetary control over funding for these programs. However, as part of the Missouri Reentry Process (MRP), the DOC partners and collaborates with other agencies such as the Department of Mental Health and the Office of the State Courts Administrator to administer these programs and track program outcomes. While influential in the development and implementation of these programs, the DOC does not have exclusive control of program content and is somewhat reliant on the other agencies for the successful administration of these programs.

Comparative Data: There are no national statistics comparing success rates of community-based rehabilitation programs from state to state.

Target for Improved Performance: Increase from 51% in FY05 to 58% by 2009

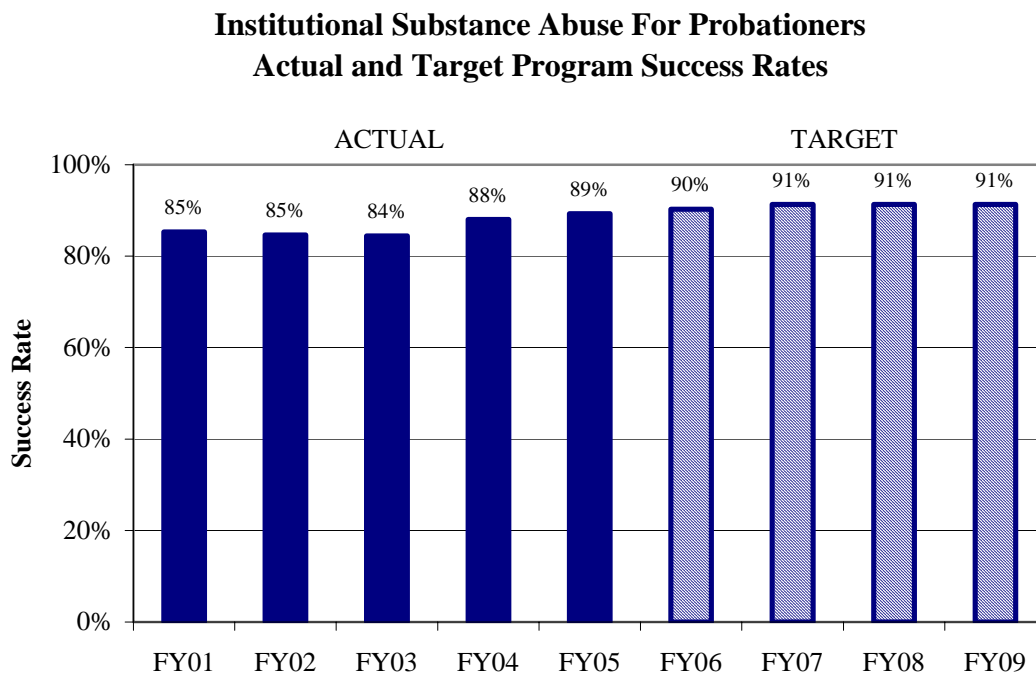


1.2 Increase the success rate of probationers completing institutional substance abuse treatment.

The success rate is the percent of offenders, stipulated by the courts for an institutional drug treatment program, who complete the program and are released to probation. Institutional substance abuse treatment includes the 120-day and long-term drug programs.

Comparative Data: From a survey the Department conducted among neighboring states, program success was reported as 71% to 74% for institutional drug programs in Colorado, Kansas and Nebraska. In Arkansas, it was reported as 43%

Target for Improved Performance: Increase from 89% in FY05 to 91% by 2009



Not Meeting Goal

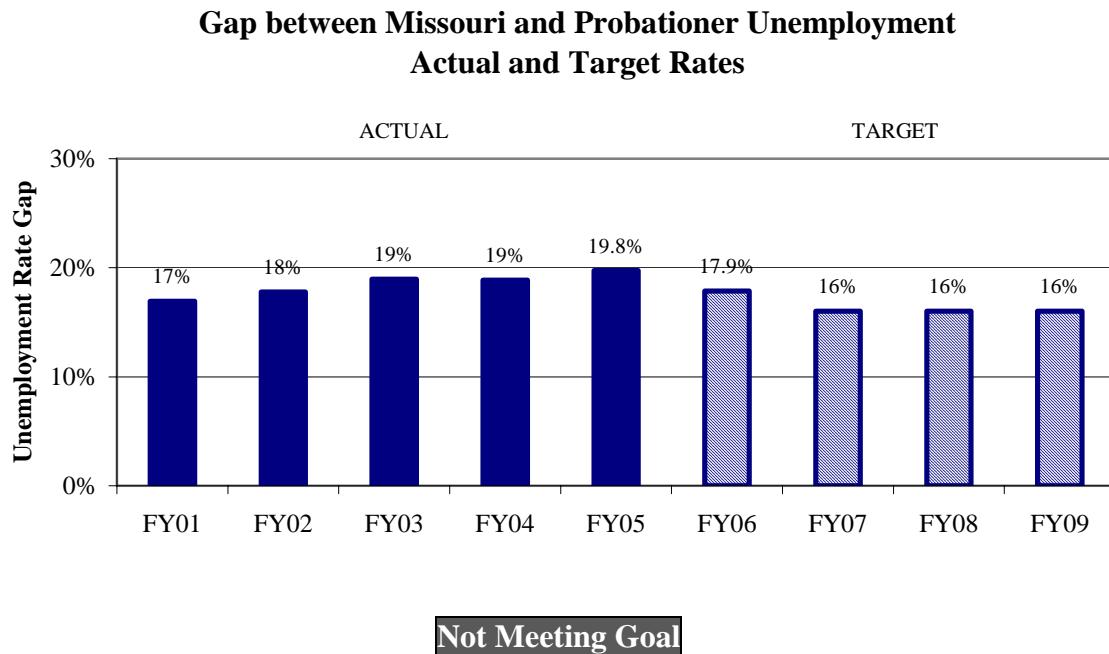
1.3 Reduce the gap between the Missouri unemployment rate and Probationer unemployment rate.

The unemployment rate is calculated from the last Needs Assessment made by the supervising probation and parole officer on or before the end of the Fiscal year (June 30).

Full time Employment: working full-time for at least three months or attending school full-time; Part-time employment: working less than 35 hours per week or full time for less than three months or attending part-time school. Offenders who are retired, homemakers or disabled are recorded as part time.

Comparative Data: Currently there is no comparable data among states on offender employment.

Target for Improved Performance: Reduce gap from 19.8 % in FY05 to 16% by 2009



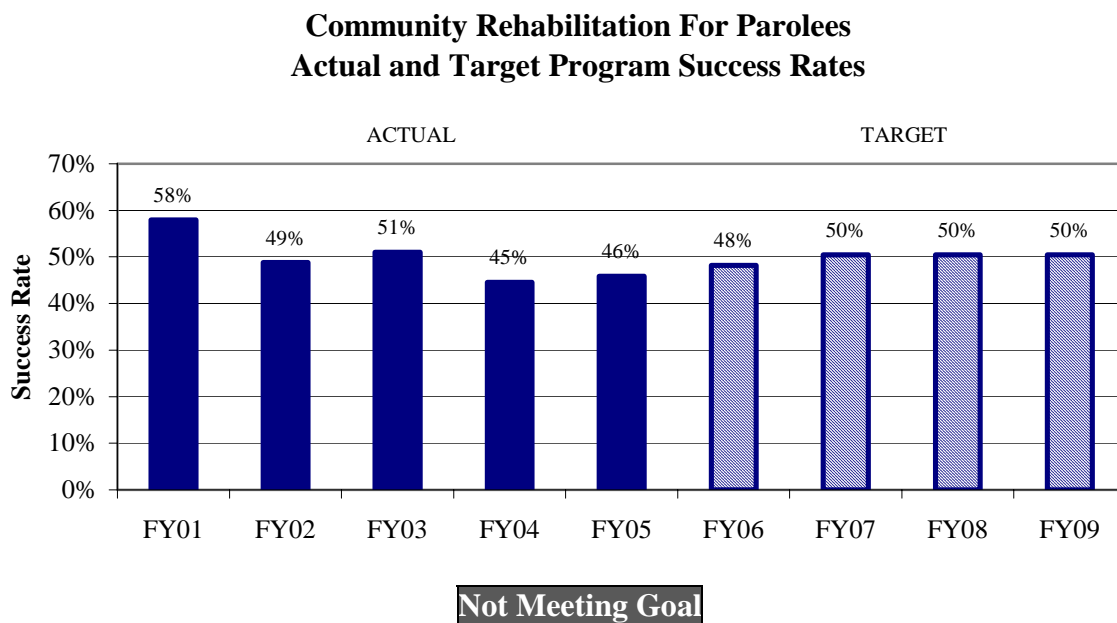
1.4 Increase the success rate of parolees completing community-based rehabilitation programs.

The success rate is the percentage of parolees who completed a community-based rehabilitation program in the year. The community-based rehabilitation programs included the following: ALT Care, Free & Clean and Outpatient Treatment.

Due to recent changes in the organization of State government, the Department of Corrections no longer has budgetary control over funding for these programs. However, as part of the Missouri Reentry Process (MRP), the DOC partners and collaborates with other agencies such as the Department of Mental Health and the Office of the State Courts Administrator to administer these programs and track program outcomes. While influential in the development and implementation of these programs, the DOC does not have exclusive control of program content and is somewhat reliant on the other agencies for the successful administration of these programs.

Comparative Data: There are no national statistics comparing success rates of community-based rehabilitation programs from state to state.

Target for Improved Performance: Increase from 46% in FY05 to 50% by 2009

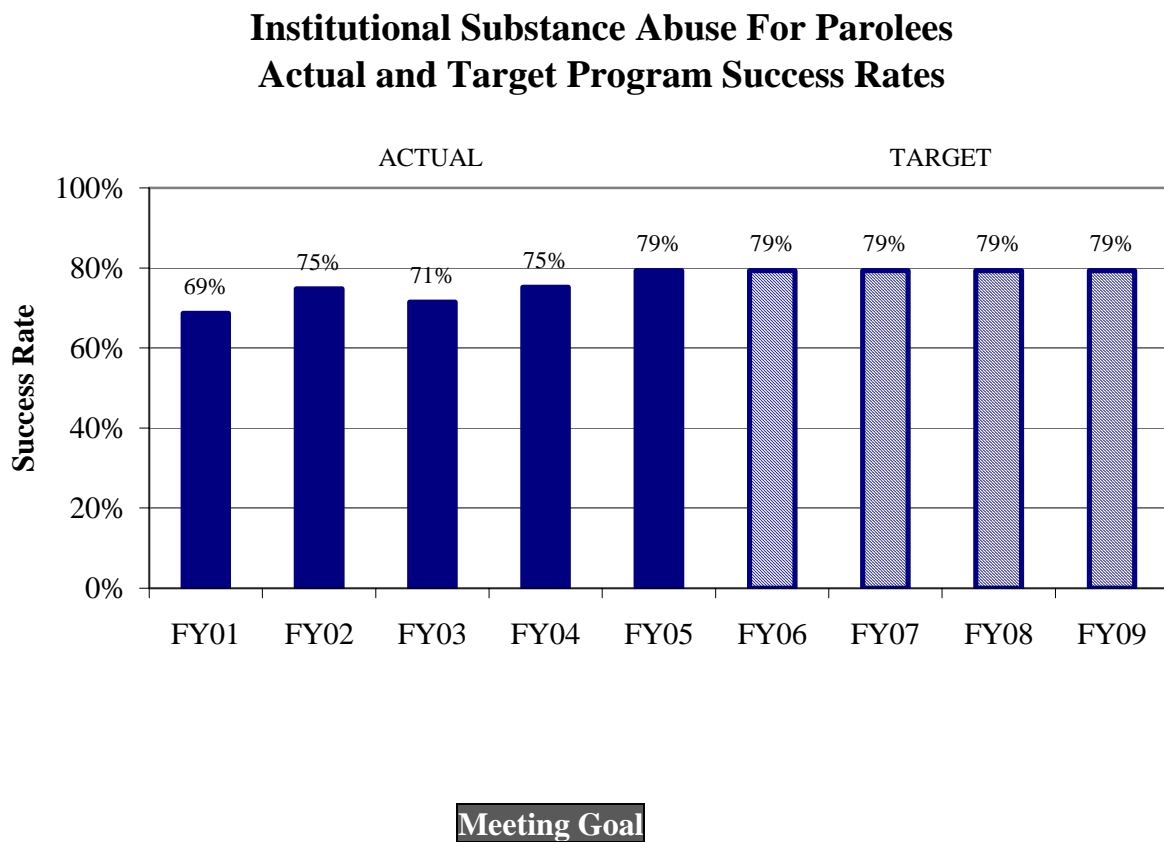


1.5 Increase the success rate of parolees completing institutional substance abuse treatment

The success rate is the number of offenders who completed an institutional substance abuse treatment program and were released in a year. Offenders who have been returned as parole violators are included in the count. Institutional substance abuse treatment includes the following programs: 120-day treatment program or long term treatment (12 months).

Comparative Data: No comparative data is available.

Target for Improved Performance: Maintain rate at 79% to 2009

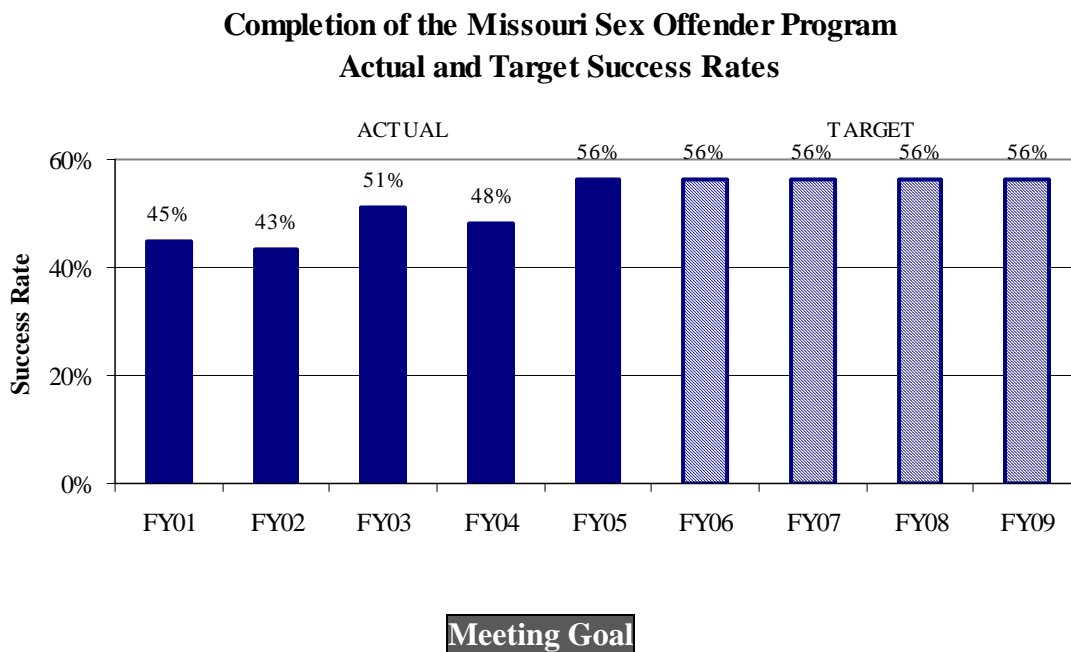


1.6 Maintain the success rate of parolees completing sex offender treatment in prison.

The success rate is the percent of offenders mandated to complete the Missouri Sex Offender Program who successfully completed the program before release from prison.

Comparative Data: Arizona Department of Corrections reported the results of a ten-year follow up study of sex offenders released from 1988 to 1998. The average period of release was 5 years. Arizona had a lower rate of technical revocations than Missouri but had higher rates of new convictions for sex and other offenses.

Target for Improved Performance: Maintain rate of 56% to 2009

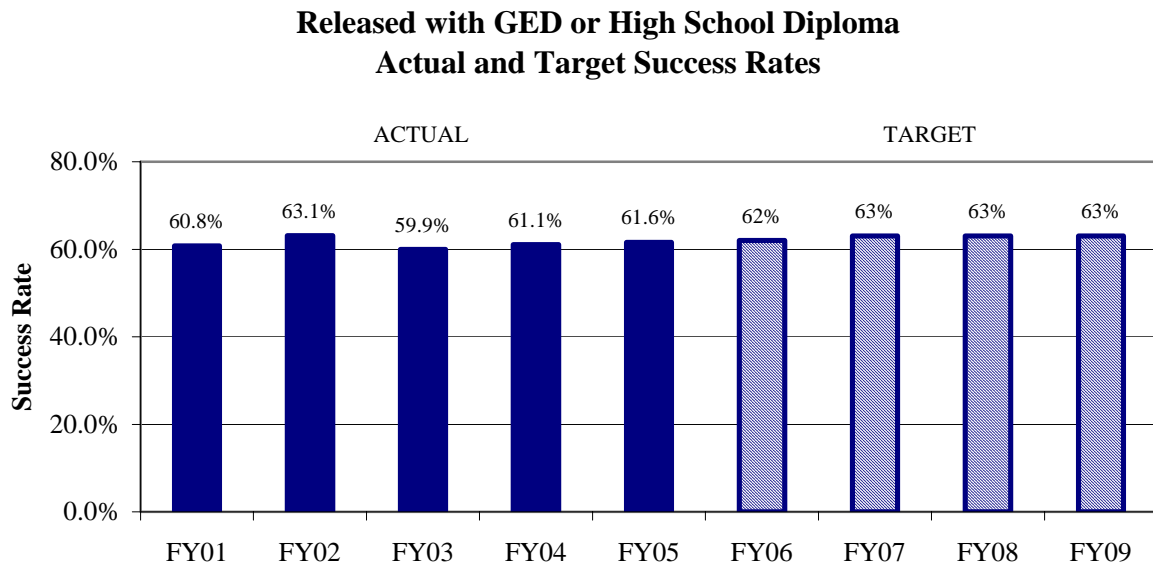


1.7 Increase the success rate of parolees completing educational programs in prison.

The success rate is the percent of offenders released to parole with either a verified high school diploma (HSD) or with a general equivalency diploma (GED) that was achieved either before admission or during the incarceration.

Comparative Data: The department does not yet have comparative data for this measure.

Target for Improved Performance: Increase from 61.6% in FY05 to 63% by 2009



Not Meeting Goal

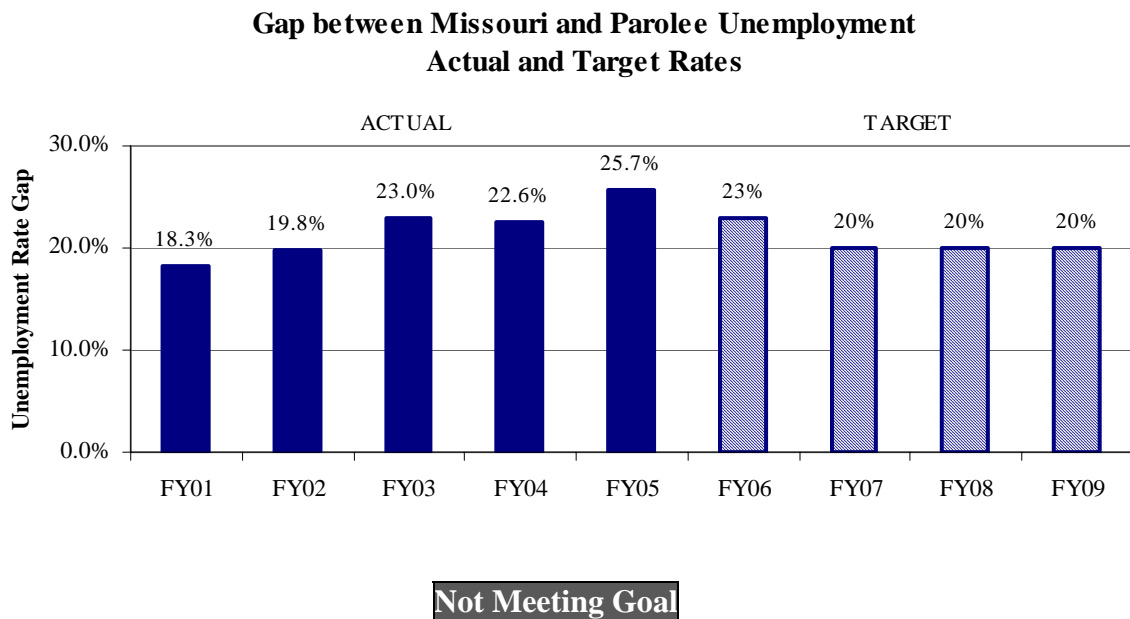
1.8 Reduce the gap between the Missouri unemployment rate and Parolee unemployment rate.

The unemployment rate of parolees is calculated from the last Needs Assessment made by the supervising probation and parole officer on or before the end of the Fiscal year (June 30).

Full time Employment: working full-time for at least three months or attending school full-time; Part-time employment: working less than 35 hours per week or full time for less than three months or attending part-time school. Offenders who are retired, homemakers or disabled are recorded as part time.

Comparative Data: Currently there is no comparable data among states on offender employment.

Target for Improved Performance: Reduce gap from 25.7% in FY05 to 20% by 2009

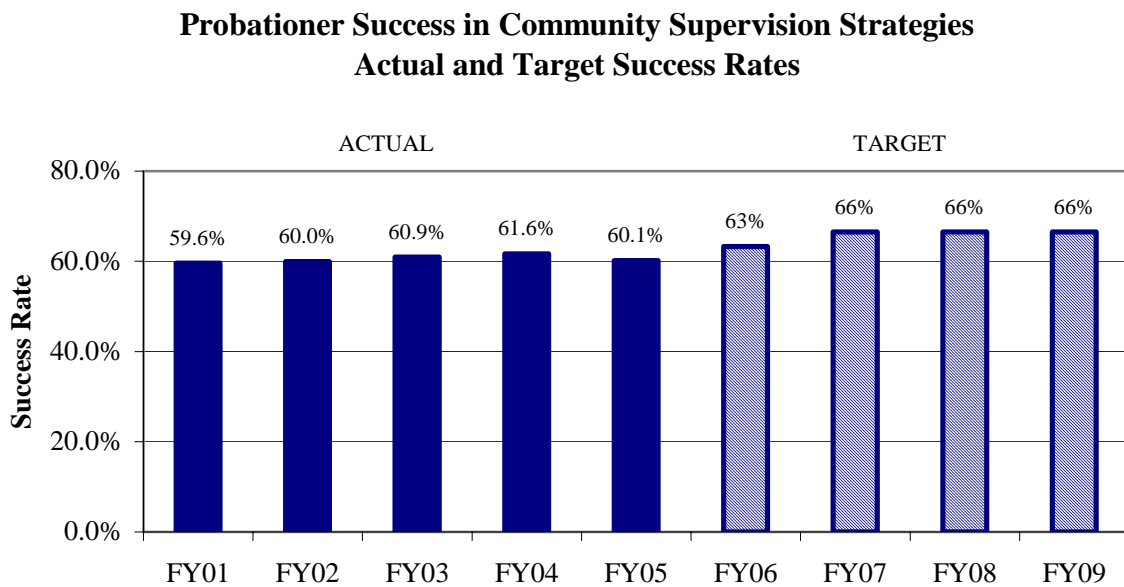


2.1 Increase the success rate of probationers completing community-based supervision strategies.

The overall success rate for community-based supervision strategies is the percentage of probationers who successfully completed a supervision strategy. Community-based supervision strategies include the following: Residential Facilities (halfway houses), Electronic Monitoring Program and Intensive Supervision.

Comparative Data: There are no national statistics comparing success rates of these strategies from state to state.

Target for Improved Performance: Increase from 60.1% in FY05 to 66% by 2009



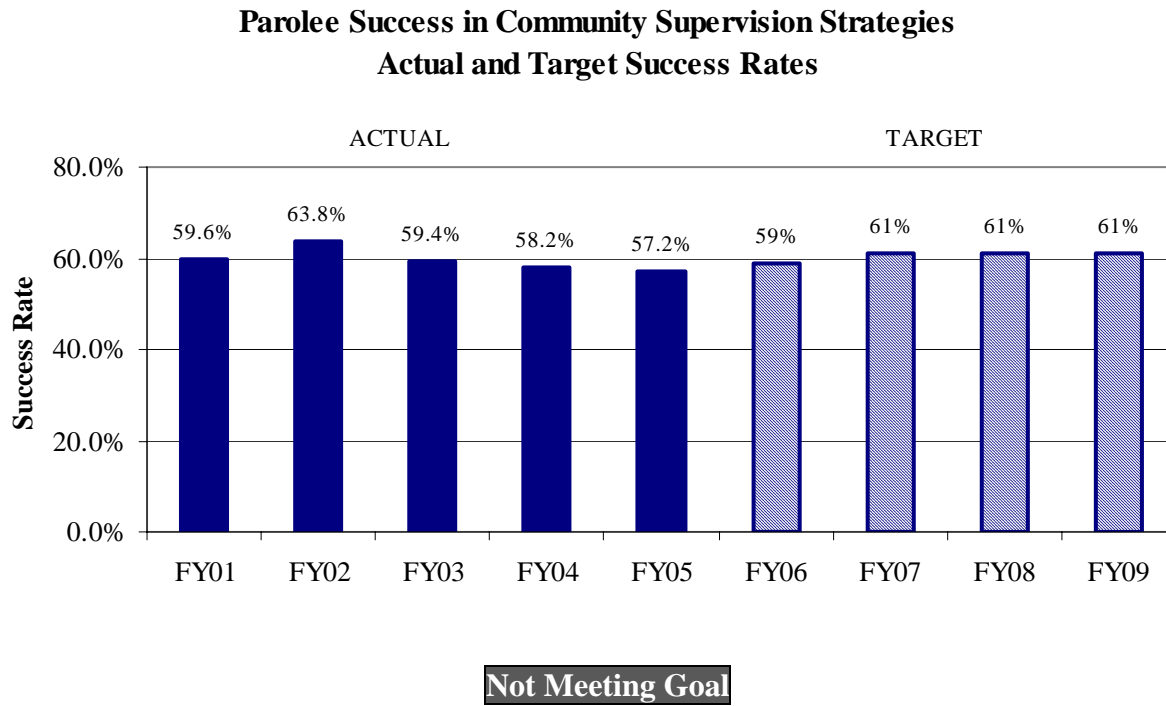
Not Meeting Goal

2.2 Increase the success rate of parolees completing community-based supervision strategies.

The overall success rate for community-based supervision strategies is the percentage of parolees who successfully completed a supervision strategy in the year. Community-based supervision strategies include the following: Community Release Centers, Residential Facilities (halfway houses), Electronic Monitoring Program and Intensive Supervision.

Comparative Data: There are no national statistics on community supervision outcomes.

Target for Improved Performance: Increase from 57.2% in FY05 to 61% by 2009



Note:

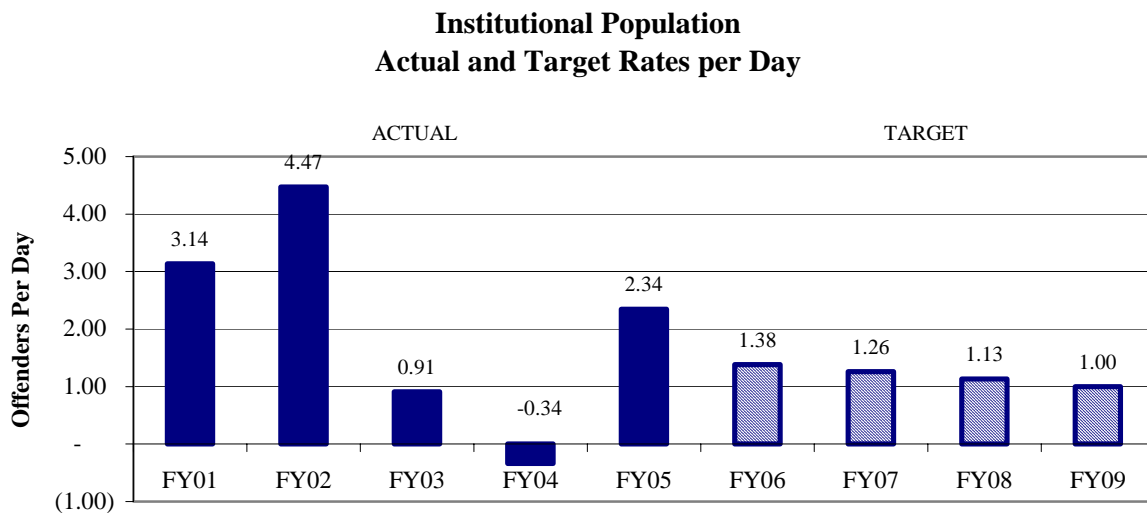
The Department is targeting success rates in supervision strategies to increase by 3.8% to 61% by FY09. An overall success rate of 63.8% was achieved in FY02 but, since FY02, the Department has been placing higher risk parolees in the community release centers and the success rate of community release centers has declined.

3.1 Reduce the rate of institutional population growth.

The daily growth rate of the institutional population is the increase in the institutional population over the fiscal year, expressed as offenders per day. The four-year average rate of growth is computed from a linear regression of 48 months population data.

Comparative Data: The US Bureau of Justice Statistics publishes statistics on the growth in prison admissions and population. From 1995 to 2003, admissions to Missouri prisons have increased by 45.2% compared to an increase of 22% for the US (including the Federal system). From 1995 to June 2004, the population of Missouri prisons have increased by 60.8% compared to 37.7% for the US.

Target for Improved Performance: Reduce from a rate of 2.34 offenders per day in FY 2005 to a 4-year average rate of 1.0 per day in FY 2009



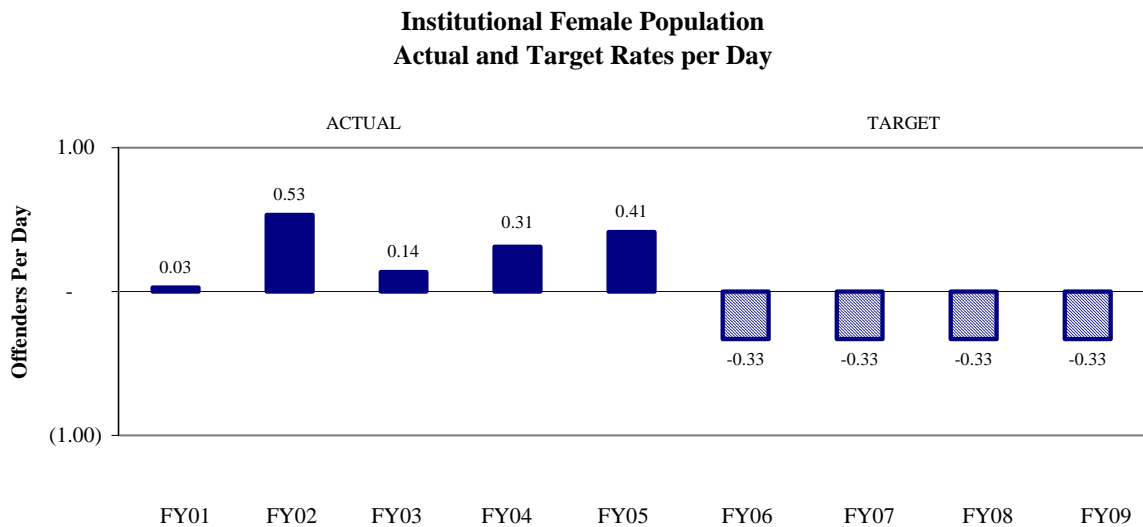
Not Meeting Goal

3.2 Maintain a zero population growth and reduce the population of incarcerated women.

The target population is the design capacity of the two women's prisons at Vandalia and Chillicothe. Since 2001, 436 beds have been added beyond the design capacity to Vandalia because of female population growth (October 2005).

Comparative Data: Missouri is ranked 6th nationally in the incarceration rates of women and, from 1995 to 2003, the women population grew at 8.3% per year compared to the average annual rate for women of 4.9% for all states. Over the last ten years, the number of women incarcerated in the United States has increased dramatically. In 1995, there were 68,468 women incarcerated in state or federal prisons. In 2004, the number had increased to 104,848. The US incarceration rate for women has increased from 47 per 100,000 in 1995 to 64 per 100,000 in 2004; Missouri's rate is 85 per 100,000. (Bureau of Justice Statistics, "Prisoners in 2004", Table 4).

Target for Improved Performance: Maintain zero population growth and reduce population from 2,468 in 2005 to 1,985 in 2009, a reduction of 483 female offenders which is equivalent to a reduction from 0.41 per day in FY05 to - 0.33 females per day through FY09.



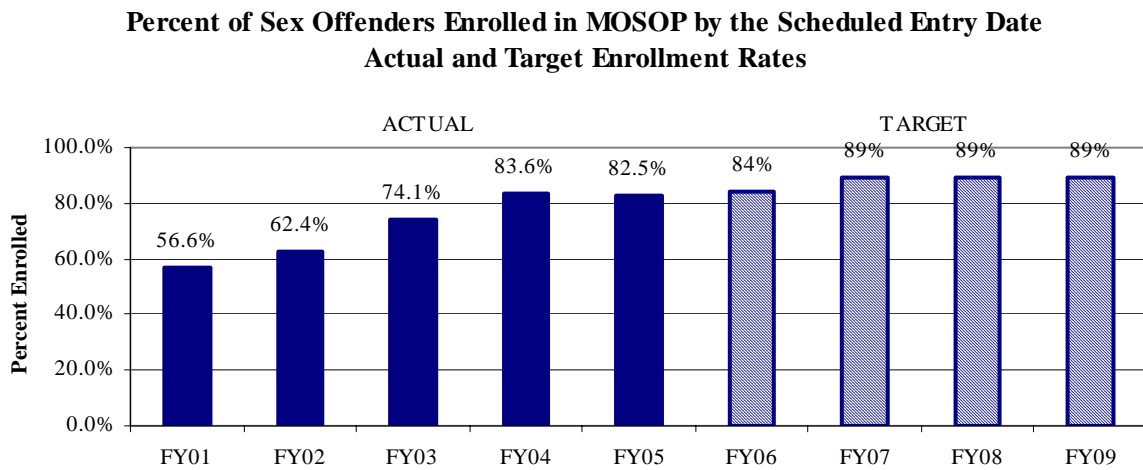
Not Meeting Goal

3.3 Increase the percent of sex offenders who are enrolled at a time that allows offenders to complete MOSOP prior to their presumptive release date.

The Department considers that sex offenders should be placed in MOSOP 12 months prior to the presumptive release date. The measure is the number of sex offenders who were scheduled and placed in MOSOP within the required time frame expressed as a percentage of all offenders scheduled for enrollment in the year. The planned release date is the conditional release date for offenders eligible for conditional release; otherwise it is the sentence completion date.

Comparative Data: No comparable national data is available.

Target for Improved Performance: Increase from 82.5% in FY05 to 89% by 2009



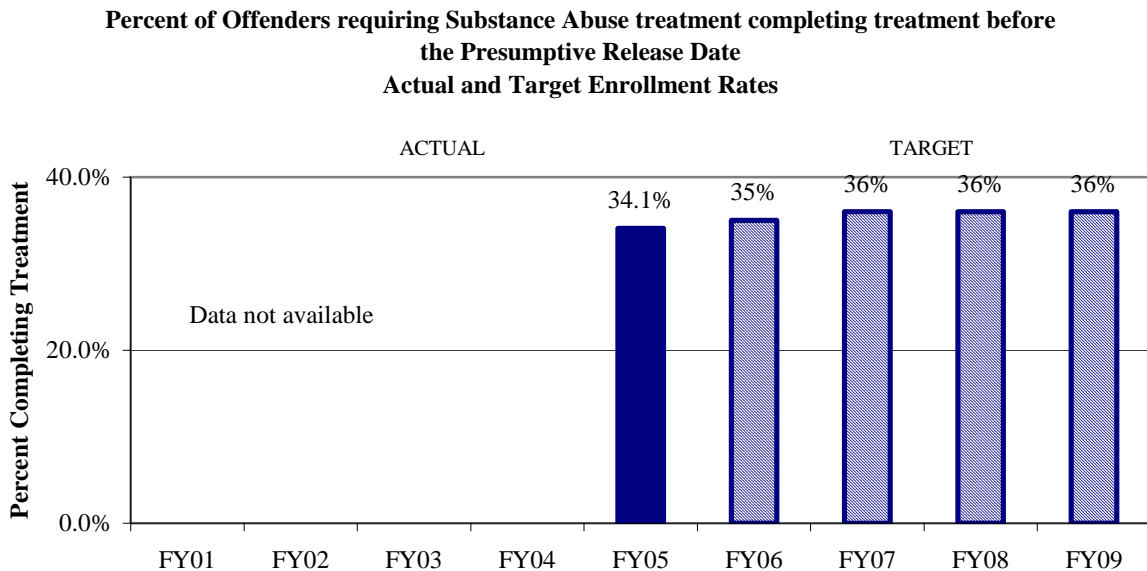
Not Meeting Goal

3.4 Increase the percentage of offenders with substance abuse problems who are enrolled in treatment at a time that allows the offenders to complete the program prior to the Guideline Release Date.

Offenders scoring 4 or more on the Substance Abuse Classification Score (SACA) demonstrate a need for substance abuse treatment in a treatment program of 180 days or more. This measure counts the number of offenders needing substance abuse treatment and who were placed in a treatment program in sufficient time for the offender to be released on the Board's guideline release date. The number is expressed as a percentage of all offenders with severe substance abuse released in the year. Offenders who have entered an institutional treatment program in the last two years or have refused a program are excluded and the data refers to the first release of offenders in the commitment.

Comparative Data: No comparable national data is available.

Target for Improved Performance: Increase from 34.1% in FY05 to 36% by 2009



Not Meeting Goal

4.1 Increase the total amount of federal grant dollars received.

The Department of Corrections is actively seeking to increase the total amount of Federal grant dollars received by the agency. Over the past several years, the Department has applied for and received grant funding for the following: implementation of the Prison Rape Elimination Act, the Serious and Violent Offender Reentry Initiative (SVORI), the National Criminal History Improvement Program (NCHIP), research services provided to the Missouri Sentencing Advisory Commission (MOSAC) and educational software to increase the success of offenders taking the GED. The Department is also applying for additional grants in the areas of reentry, prison rape elimination and academic education services for offenders.

However, there has been a significant cutback in many of the programs related to criminal justice and corrections. There have been huge reductions in the Residential Substance Abuse Treatment (RSAT) grant for inmates. The Byrne Memorial Grant program has been consolidated with other public safety grants into the Justice Assistance Grant (JAG) program and funding has been severely reduced. The National Criminal History Grant program has also been reduced. The Violent Offender Incarceration/Truth in Sentencing (VOI/TIS) grant, which has been a major source of Department funds for the construction of prisons and alternatives to incarceration, will end in September 2008. Also, at the present time, departments of corrections are not being considered for eligibility for funding under Homeland Security grants programs.

Due to the scheduled ending of some of the Department's larger grants and the severe reductions in some existing grant programs, it may be difficult to maintain the current level of Federal grant funding in the Department. However, the Department's Federal Grants section is aggressively seeking new grant opportunities and working with other agencies to find additional funding sources.

4.2 Implement consolidation of program functions and activities.

The Department of Corrections sees the value in consolidation of program functions and activities where possible.

Pursuant to Executive Order 05-33, the Department of Corrections is to lead a permanent interagency Steering Team for the Missouri Reentry Process. The Steering Team is comprised of senior leaders from state agencies and also includes community organizations representing crime victims, law enforcement, treatment providers and faith-based communities. Its mission is to integrate successful offender reentry principles and practices in state agencies and communities resulting in partnerships that enhance offender self-sufficiency, reduce re-incarceration, and improve public safety.

Critical to the success of the Missouri Reentry Process is the consolidation of program functions and activities. The Department of Corrections will charter a Faith-Based Communities Team in 2006, as part of this effort.

4.3 Implement process and procedures to report performance outcomes.

In Fiscal Year 2006, the Department of Corrections developed a quarterly measurement document to monitor key outcome measures. This measurement document is tied to the department's strategic planning process and accountability of the Divisions. When each quarterly measurement document is created, the outcome measures falling 5% below or above the related target for improvement are identified. The Division(s) responsible for that measure must then report on the performance of that outcome measure and what steps can be taken to improve the results if needed.